

TECHNICAL SPECIFICATIONS

SANTE/2017/E1/051

"Food redistribution in the EU: analysis of existing frameworks and dissemination opportunities"

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1. Purpose of the contract

This contract aims at carrying out a pilot project for the Commission in order to assist the Commission in facilitating food redistribution and food donation in the EU.

This pilot project aims to collect information from the EU Member States on regulatory, policy and operational frameworks relevant for food redistribution. It will also support the dissemination of EU guidelines on food donation¹ and provide a basis for possible future developments in this area.

1.1. Context of the pilot project

Food waste is an increasing problem at global, national and local level. It is estimated that around 88 million tonnes of food waste are generated annually in the EU with associated costs at approximately 143 billion euros². At the same time in the EU ¼ of the population – 122 million people – are at risk of poverty or social exclusion and among them 55 million are not able to afford a quality meal every second day³. Food waste also has an important environmental impact and generates about 8% of global greenhouse emissions annually⁴.

In order to address this problem, the Sustainable Development Goal (SDG) 12.3 of the United Nations⁵ aims to halve per capita food waste at the retail and consumer level by 2030, and reduce food losses along the food production and supply chain. The Commission is fully committed to lead EU efforts to fight food losses and waste from farm to fork and make solid progress towards achieving this target. Such efforts require focussed coordination of all relevant policies, action at all levels and engagement of all key players in the food value chain.

The Commission's commitment is translated in concrete actions, as listed in the Circular Economy Package and related Action Plan⁶ published in 2015. This explains that food waste can take place along the value chain: during production and distribution, in shops, restaurants, catering facilities, and at home. For this reason it is necessary that key players from both public and private sectors take action both at the level of individuals and organisations (e.g. municipalities, businesses, governments) in order to prevent food waste and tackle varying situations across countries and regions.

One of the means of reducing food waste is to ensure that safe surplus food that might otherwise be wasted is recovered, collected and provided to people, in particular to those in

¹ OJ C 361, 25.10.2017, p.1

² Estimates of European food waste levels, FUSIONS (March 2016) <http://www.eu-fusions.org/phocadownload/Publications/Estimates%20of%20European%20food%20waste%20levels.pdf>

³ Eurostat, October 2015

⁴ FAO (Food and Agriculture Organisation of the United Nations), 2011. *Global Food Losses and Food Waste – Extent, Causes and Prevention*. Rome: UN FAO

⁵ Halve per capita food waste at retail and consumer level and reduce food losses along the food production and supply chains by 2030 (<http://www.un.org/sustainabledevelopment/sustainable-consumption-production/>)

⁶ Communication from the Commission to the European Parliament, the Council and the European Economic and Social Committee and the Committee of the Regions, Closing the loop- An EU action plan for the Circular Economy, COM(2015) 614 final, (http://eur-lex.europa.eu/resource.html?uri=cellar:8a8ef5e8-99a0-11e5-b3b7-01aa75ed71a1.0012.02/DOC_1&format=PDF)

need. This process of food redistribution and recovery encompasses a diverse range of actors, networks and activities which are rapidly evolving.

How food redistribution is carried out is influenced by different factors. Regulatory, policy and operational frameworks are of particular relevance in this respect. For this reason in order to facilitate and foster food redistribution, including the activities of food banks and other charities it is crucial for the Commission to have a comprehensive overview about relevant frameworks, their operations and interactions.

In the context of food redistribution the Commission is focusing on food donation activities.

In line with the Circular Economy Package and related Action Plan⁷ the Commission established a Platform (EU Platform on Food Losses and Food Waste)⁸ dedicated to food waste prevention to support all actors in: defining measures needed to prevent food waste; sharing best practice; and evaluating progress made over time. The Commission also aims to clarify EU legislation relating to waste of food and feed and facilitate food donation and the use of former foodstuffs and by-products from the food chain in feed production without compromising food and feed safety. More particularly, the Commission issued guidelines to clarify the application of relevant EU legislation⁹ in the context of food donation. It is important that relevant actors are made aware of these guidelines in order to effectively support food donation at all levels.

1.2. Objectives and general approach of the pilot project

The main objectives of the pilot project are to:

1. provide comprehensive information and analysis on existing regulatory and policy frameworks relevant for food redistribution in the EU Member States;
2. provide comprehensive information and analysis on existing operational frameworks relevant for food redistribution;
3. support the dissemination of the EU guidelines on food donation to be adopted by the Commission while fostering stakeholders' dialogue;
4. analyse the added-value and effectiveness of the EU guidelines on food donation based on stakeholder feedback.

1.3. Definitions

For the purpose of this contract:

- food redistribution shall be understood to mean the process whereby surplus food that might otherwise be wasted is recovered, collected and provided to people, in particular to those in need;

⁷ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions "*Closing the loop - An EU action plan for the Circular Economy*", COM(2015) 614 final

⁸ https://ec.europa.eu/food/safety/food_waste/eu_actions/eu-platform_en

⁹ https://ec.europa.eu/food/safety/food_waste/eu_actions/eu-platform/meetings-eu-platform-food-losses-and-food-waste_en

- food donation encompasses the recovery and redistribution of food by food business operators which are provided, by the holder, free of charge¹⁰;
- operational frameworks, including 'digital' shall be understood to mean:
 - recovery of surplus food by food banks and other charity organisations from all stages of the food supply chain for redistribution to end beneficiaries, and
 - other food redistribution models and/or actors, which may include entities engaging in not-for-profit food redistribution activities, such as social supermarkets, where the end beneficiary can in some instances be charged a small fee.

2. Tasks

The contractor is invited to present an offer covering the following tasks expected to be performed by the contractor:

2.1. Task 1: Desk research – map and analyse existing regulatory and policy measures impacting food redistribution from all EU Member States

- A. The contractor **shall map and analyse existing** national and, if/where applicable, regional regulatory and policy **measures** in all EU Member States **relevant for food redistribution**. These shall include, but shall be not limited to:
- national rules, guidelines and practices regarding food redistribution past the "best before" date;
 - Member States rules regarding application of VAT rules to food donation;
 - fiscal incentives in place to promote food donation.

This mapping shall be accompanied, for each measure, by:

- a) a description of the characterising features of the measure, including instruments used and their nature, their geographical coverage, the institutional authorship/ownership, and as appropriate enforceability features and the arrangements that enable verification of compliance/effectiveness;
- b) an analysis of:
- how the measure has integrated relevant requirements resulting from EU legislation and policies¹¹ and/or interplays with them;
 - how the measure aims to overcome any identified barriers to food redistribution;
 - the nature and extent of the identified barriers in question;
 - how the measure integrates and/or makes use of other (regulatory and non-regulatory) instruments to promote and foster food redistribution (fiscal incentives, liability rules, etc.)

¹⁰ The definition provided for the purpose of this contract on food redistribution and food donation is in line with those put forward in the EU guidelines on food donation based on that provided by the Food and Agriculture Organisation (FAO).

¹¹ Including but not limited to rules on Food safety, Food information to consumers, Food hygiene, Common Agriculture Policy (CAP), Common Fishery Policy (CFP), Fund for European Aid to the Most Deprived (FEAD), VAT

As part of this task, the contractor shall also:

- B. analyse how all EU Member States and other stakeholders address legislative requirements related to EU food law (e.g. tractability) in their practice of food donation.** On the basis of these analyses the contractor shall prepare a document which may in future accompany the EU guidelines on food donation. For the purpose of carrying out this task the contractor shall collect and coordinate inputs of the members of the EU Platform on Food Losses and Food Waste and may attend its and their sub-group meetings;
- C. collect existing national guidelines on food donation,** issued either by public or private bodies, including sectorial associations from all EU Member States. If no English translation of the existing guidelines is publicly available, the contractor shall provide itself a state of the art translation into English. The quality of these translations is to be verified by the author.

2.2. Task 2 – Mapping of existing operational frameworks from all EU Member States

The contractor shall **map existing operational frameworks of the different food redistribution models in all Member States.**

This mapping should:

- a) **list** the operators/actors involved. In particular, it shall focus on activities of operators/actors such as food banks and charities but shall also take into account other food redistribution models with different actors. This will serve to identify which stakeholders are to be targeted under Task 3;
- b) **assess the strengths and weaknesses of each framework or model,** and analyse how these relate to existing national and/or EU regulatory and policy measures. This analysis shall contain as well:
- information regarding any operational issues, e.g. capacity problems (such as infrastructure, logistics, training of volunteers etc...) food banks and charities face when carrying out food redistribution by explaining how such problems influence different aspects of food donation; information regarding the influence of regulatory and operational issues on the type of foods which may be distributed as well as on outreach to beneficiaries;
 - potential supply chain data on quantification of food donation (volume and/or value).

While carrying out Task 2 the contractor shall already identify opportunities for implementing Task 3, with particular attention to establishing co-operation with relevant private and public stakeholders.

2.3. Task 3 – Dissemination and stakeholders dialogue on the EU guidelines on food donation

The European Commission adopted EU guidelines on food donation on 16 October 2017. The purpose of the guidelines is to clarify and facilitate the application of relevant EU legislation. The EU guidelines on food donation is translated by the Commission services into all official languages of the EU and is published on the website of the Directorate General Health and Food Safety (DG SANTE)(https://ec.europa.eu/food/safety/food_waste/eu_actions/food-donation_en).

The contractor shall **propose and implement a dissemination strategy** for the EU guidelines on food donation. This strategy, to be agreed by the Commission, should **identify ways of dissemination**, which are best in line with the objectives of the EU guidelines and can best ensure that the addressees of the EU guidelines are informed about their existence and content.

The contractor should take into account the results of findings from Tasks 1 and 2 when proposing the dissemination strategy. Based on those findings, the contractor may propose different strategies taking into account the state-of-play for food redistribution in each Member State, the need to promote the EU guidelines, the actors involved and the level of dialogue needed. The type of activities proposed and level of intervention needed is expected to vary and should be targeted to reflect the situation in each Member State. Regional approaches for dissemination and outreach concerning more than one Member State may also be considered by the contractor in establishing the overall dissemination plan.

As regards social media, no new platforms should be created for this purpose. Within the dissemination strategy proposed, the contractor shall recommend how to best use the existing social media channels of the European Commission, particularly the ones of the Directorate General for Health and Food Safety.

In order to measure the effectiveness and impact of the proposed dissemination strategy, indicators should be established linked with the proposed activities (for example, number of participants at the events, surveys to participants, etc.);

The contractor shall **implement** the dissemination strategy and related activities agreed with the Commission.

In order to implement this strategy:

- a) the contractor **shall organise dissemination activities in all Member States, including at least 5 targeted events** to promote the guidelines in all EU official languages, while fostering dialogue between policy makers and relevant stakeholders at national level (i.e. food producers, retailers, food banks, charity organisations etc). The number of the events is indicative and is subject of agreement with the Commission;
- b) the dissemination activities should particularly focus on the existing operational frameworks and target previously agreed actors already identified under Task 2. In order to maximise outreach, these shall be carried out in close cooperation and co-organisation with relevant actors at Member States' level, including private and public stakeholders building on any relevant ongoing/planned activities of actors concerned.

2.4. Task 4 – Analysis of the added value and effectiveness of the EU guidelines on food donation based on stakeholders feedback

The contractor **shall analyse** the added value and effectiveness of the EU guidelines based on feedback from relevant stakeholders and in the light of findings from Tasks 1 and 2. The contractor shall describe the strategy to be foreseen for the purpose of the analysis in its tender. The analysis shall cover, for example the extent to which Member States and other relevant actors consider them as useful. It shall identify possible shortcomings, barriers as well as and best practices adopted by actors in implementing the EU guidelines.

3. General methodological provisions

The contractor is expected to propose in its offer a coherent **methodology** that ensures that all the tasks are sufficiently well covered, including:

- a detailed work plan covering at least: a project plan, detailed timetable, budget allocation for each of the tasks separately, a list of experts and their CVs to be involved in the contractor's team, indicating the task in the project plan to which they will be assigned;
- the description of the complete methodology relevant to each of the tasks, taking into account findings from previous research carried out in the EU Member States.

During the timeframe of the pilot project, the contractor is to work in close collaboration with project officers at the European Commission in charge of follow-up of the contract. Methodological aspects, other than those already outlined in the offer will have to be agreed by the Commission.

The contractor is required to provide in its offer an appropriate **data collection strategy** to be carried out. During the execution of the pilot project the contractor is required to provide the Commission with the necessary quantitative and qualitative data gathered under each task together with the specific deliverables listed below.

The pilot project must comply with the quality criteria (see Annex VI to the Request for Services) and for the purpose of the offer, the contractor is required to provide a **Quality Management Plan**. Any assessments, findings and conclusions should be well argued on the basis of rigorous qualitative and quantitative analysis. They should be strongly evidence-based and the methodology and assumptions used should be clearly described. The reasoning followed in the analysis, indicating among other things, the underlying hypotheses of the reasoning, and the limitations of the analysis, must be clearly described. Data should be aggregated for presentational purposes but raw data shall also be provided to the Commission. Data shall be presented in a consistent format, to allow for comparisons. Any personal data gathered must be done under strict conditions and for a legitimate purpose. Furthermore, persons or organisations, which collect and manage personal information, must protect it from misuse and must respect the rights of the data owners in accordance with applicable rules on the protection of personal data.

The detailed dissemination strategy, for completing Task 3 shall be developed and implemented during the timeframe of the contract.

The contractor is also required to propose in its tender strategy for carrying out Task 4, which can be utilised in assessing the added value and effectiveness of the EU guidelines, as for example the extent to which Member States take up the EU guidelines on food donation. Adaptations as regards the proposed strategy can take place during the period of the pilot project in order to take into account more recent developments and findings. Such adaptations need to be agreed with the Commission.

4. Timeframe

An indicative timeframe for the work and deliverables for each of the Tasks is provided in Section 7.8.

The contractor must propose an updated timeframe on the basis of a detailed work plan and methodology to execute each of the tasks under this contract. This must be submitted with the tender offer and shall later be subject to discussion and approval by the Commission.

5. Actors

There are different actors of particular importance for food redistribution, including industry, food banks, charity organisations and national competent authorities.

In order to carry out the pilot project, the contractor should consult national and EU actors (in charge of food waste, food safety, food information and other relevant issues), as well as relevant food business operators (including food banks, other charities and food business operators) at national and European level.

An indicative list of relevant stakeholders to consider (in addition to national competent authorities) is provided in **Annex I**.

6. Description of Experts skills & profiles

As specified in section 4.2 of Annex I to the Framework Contract, the team should consist of at least one project manager.

The contractor should provide a description of the project team who will manage and deliver the work for each one of the tasks envisaged as well as the time allocated per person/task. This should include a list of individuals, their respective roles within the organisation and, for the purposes of this work, their relevant skills and experience including their relevant professional qualifications.

The contractor should have access to and propose experts with proven knowledge and experience in: food redistribution including expertise in operational management of food donation at national or EU level; conducting and organising quantitative and qualitative research including stakeholder interviews; stakeholder relations and engagement; design and implementation of communications strategies and related activities at EU and Member States level.

The contractor should demonstrate capability of accessing documents and interaction with relevant actors at EU level and in Member States as necessary for the completion of the tasks.

The **project team** should include at least one team member with at least 5 years of relevant experience in food redistribution. It is required that such member(s):

- have a good understanding of existing operational frameworks of food redistribution;
- have worked with and participated in such frameworks, and
- can demonstrate knowledge and experience concerning food redistribution strategies existing in the EU Member States.

Given the important role played by food banks in redistributing food in the EU, at least one of other member of the project team should have operational experience of at least 5 years in a food bank.

As regards Task 3, at least one of member of the project team shall be a communications expert with relevant experience in stakeholder relations and communications of at least 5 years.

The contractor should provide CV details of proposed experts, including general working experience (years, assignments), academic education, professional training, level of the necessary knowledge and skills for performing the various required tasks.

7. Organisation of the work – Budget, deliverables, meetings

7.1. Budget allocated

The maximum budget of this project is EUR 500.000. Offers exceeding this threshold shall be rejected.

7.2. Award formula

The weighting of the award formula shall be 60/40 whereby quality shall count for 60% and price for 40%.

$$\text{score for tender X} = \frac{\text{cheapest price}}{\text{price of tender X}} * 100 * 40 \% + \frac{\text{total quality score (out of 100)}}{\text{for all award criteria of tender X}} * 60 \%$$

7.3. Deliverables

The present assignment includes the submission of a series of deliverables: reports and presentations. The contractor will deliver the following reports at key stages of the project: **kick-off meeting presentation; Inception Report; Report 1; Scoping Report 2; Report 2; Scoping Report 3; Dissemination Activity; Analysis regarding the EU guidelines on food donation; Presentation(s) and Final Report.**

Each report should be written in English, and critically assessed as it provides the basis for tracking the quality of the work done by the contractor. These reports will be submitted to the Commission which may ask for complementary information or propose adjustments in order to redirect the work as necessary. All deliverables and reports must be approved by the Commission. It is essential that all the reports be clear, concise, unambiguous and comprehensive. They should also be understandable for non-specialists. The presentation of the texts, tables and graphs or any raw data (surveys, datasets etc.) must be clear and complete and correspond to commonly recognised standards for studies to be published. The reports should be provided to the Commission in both MS-Word and Adobe Acrobat (PDF) format with the charts in Excel (other formats may be added). They should be accompanied, where requested, by appropriate annexes and delivered in accordance with the deadlines (timetable) and requirements set out in the Terms of Reference and agreed with the Commission. The Commission will hold the copyright of all deliverables.

More precisely, the following deliverables shall be delivered:

7.3.1. Kick-off meeting presentation

The contractor should prepare a presentation covering the elements that will be discussed in the kick-off meeting and in particular to verify:

- the contractor's understanding of the Terms of Reference, and in particular each of the Tasks specifications;
- the proposed general approach to the work (methodology, planning, structure of the tasks, deliverables, etc.).

7.3.2. Inception Report

The Inception Report completes the structuring phase of the project. This phase should demonstrate the understanding of the contractor of the tasks assigned following preliminary work, the methodology should be described in detail and the resources planning finalised. In particular, it aims to describe the organisation of the work, and to adapt and substantiate the overall approach, the methodology required for each task and/or area of investigation and the work plan outlined in the proposal. The Report should set out in detail how the proposed methodology will be implemented, and in particular lay out clearly in tabular form how the method allows each task and/or research question to be answered. The Inception Report should include enough detail for the Commission services to gain a good understanding of the related methodological steps and tools proposed. The Report may supplement and/or suggest additional areas of investigation which the contractor considers relevant. The known sources of information and contact persons in Member States and other actors as described under Section 5, as well as the way the contractor will interact with them will be fully clarified at this stage. The Inception Report will be submitted to the Commission services which will discuss on this basis with the contractor and may request changes and improvements.

As an annex, the Report should contain the mapping described above.

7.3.3. Deliverables Task 1

7.3.3.1. Report 1 on Task 1

Report 1 shall describe the work carried out and include the results from the work executed under the Task 1. The conclusions provided by the contractor will be clearly based on evidence generated through the Task 1 in respect to the relevant objectives specified in the Terms of Reference. It will also provide a technical overview of the work process for Task 1 highlighting limitations and possible bias therein. Taking into account that there is a significant time span (as detailed under Section 7.8 – Timetable) between the delivery of Report 1 and the Final Report, the results of Report 1 shall be updated for the purposes of the Final Report, where necessary.

The following annexes should be provided:

- ✓ mapping of regulatory and policy measures regarding food redistribution, and explicitly on food donation, in tabular format, listed by Member States (a specific list of topics will be agreed with the Commission as part of the inception report and would include for instance, rules/guidance available regarding food donation after the "best before" date and fiscal rules in place in MS with impact on food donation);
- ✓ an analysis on how EU policies influence national regulatory frameworks in the context of food redistribution listed by Member States;

- ✓ any questionnaires/interview guides or other tools used to collect and analyse information and data for Task 1 for validation by the Commission;
- ✓ an accompanying document to the EU guidelines on food donation analysing how all EU Member States and other stakeholders address legislative issues in practice in relation to food donation;
- ✓ compilation of guidelines on food donation grouped according to Member States (also made available in digital format for publication on the Commission's website);
- ✓ English translations of the food donation guidelines, where needed.

7.3.4. Deliverables Task 2

7.3.4.1. Scoping Report 2 on Task 2

Scoping Report 2 refers to the works under Task 2. The Scoping Report 2 should summarise the discussions that have taken place between the Commission and contractor in the scoping meeting for Task 2. In particular, it should provide:

- research methodology and a roadmap for the work necessary to complete the works of Task 2;
- a proposal on the existing operational frameworks and other elements concerning the collection of information under Task 2 (taking into account findings from Task 1);
- any questionnaires/interview guides or other tools used to collect and analyse information and data for Task 2 for validation by the Commission. The Scoping Report 2 will provide the Commission with an opportunity to check whether the task is on track and is focused on the specified information needs.

7.3.4.2. Report 2 on Task 2

Report 2 will summarise findings and include evidence based conclusions. The Report 2 shall describe the work carried out and include the results from the works executed under the Task 2. The conclusions provided by the contractor will be clearly based on evidence generated through the Task 2 in respect to the relevant objectives specified in the Terms of Reference. It will also provide a technical overview of the work process for Task 2 highlighting limitations and possible bias therein.

The contractor should provide any questionnaires/interview guides or other tools used to collect and analyse data for Task 2 for validation by the Commission.

Taking into account that there is a significant time span (as detailed under section 7.8 – Timetable) between the delivery date of Report 2 and the Final Report, the results of Report 2 shall be updated for the purposes of the Final Report, where necessary.

As annexes, it shall provide:

- ✓ mapping operational frameworks in tabular format listed by Member States;
- ✓ SWOT analysis;
- ✓ identification and analysis of the operational issues of the relevant frameworks (e.g. food banks, charities...), as for example capacity problems, listed by Member States;
- ✓ data on quantifying food donation listed by Member States;
- ✓ assessment on the type of foods more likely to be redistributed due to regulatory and capacity aspects listed by Member States.

7.3.5. Deliverables Tasks 3 and 4

7.3.5.1. Scoping Report 3 on Tasks 3 and 4

Scoping Report 3 refers to the works under Tasks 3 and 4. The Scoping Report 3 should summarise the discussions that have taken place between the Commission and contractor in the scoping meeting for Tasks 3 and 4. In particular, it should provide a roadmap for the work necessary to complete the works of these two tasks. As annexes, it should provide:

- ✓ proposal for a strategy to disseminate the EU guidelines;
- ✓ indicators to assess the added value and effectiveness of the EU guidelines on food donation.

7.3.5.2. Dissemination Activity and Stakeholders Dialogue

The Dissemination Activity refers to the organisation of information and communication activities in the Member States to promote the EU guidelines on food donation as specified in Task 3 with active involvement of relevant stakeholders.

7.3.5.3. Report on the analysis of the added value and effectiveness of the EU guidelines on food donation

The Report on Task 4 shall provide analysis on the added value and effectiveness of the EU guidelines on food donation, taking also into account the results of Tasks 1 and 2 and shall be based on feedback from relevant stakeholders, i.e. public and private bodies as for example operational frameworks as identified under Task 2.

As annex it should provide:

- ✓ any questionnaires/interview guides or other tools used to collect and analyse information and data for Task 4 for validation by the Commission.

The Report on Task 4 can be included in the final report.

7.3.6. Presentations

The contractor should also provide a PowerPoint presentation of key aspects and findings of the pilot project, together with speaking notes. At the request of the Commission, the contractor should provide four presentations to interested stakeholder groups.

7.3.7. Final Report

The Final Report shall describe the work carried out and include the results separately for each of the tasks executed under the pilot project. The conclusions provided by the contractor will be based on evidence generated through the whole pilot project in respect to the objectives specified in the Terms of Reference; any additional evidence utilised to substantiate conclusions should be clearly documented. It will also provide a technical overview of the pilot project process highlighting limitations and possible bias therein. The Final Report shall include an executive summary of not more than 6 pages (synthesis of analyses and conclusions), this executive summary must be provided in English and French a draft one-page abstract of the key messages arising from the overall pilot project, the main report (structure to be confirmed by the Commission services but planned to reflect the content of the assignment), technical annexes (one of which will be the Task Specifications/questions and a compilation of all requested country and/or stakeholder-based information, where applicable). The contractor shall take account of the results of the

comments and discussions with the Commission services regarding the final report insofar as they do not interfere with the autonomy of the contractor in respect to the conclusions.

7.4. Quality assessment

In order to ensure the necessary level of quality for the independent pilot project, contractors should always bear in mind that:

- a) the pilot project must respond to the information needs, in particular as expressed in the Task Specifications and following discussions with the Commission;
- b) the methodology and design must be appropriate for obtaining the results needed to address the tasks;
- c) the collected data must be appropriate for their intended use and their reliability must be ascertained;
- d) data must be analysed systematically to address the tasks and to cover all the information needs in a valid manner;
- e) findings must follow logically from and be justified by the data/information analysis and interpretations based on the pre-established criteria and rationale;
- f) to be valid, conclusions must be non-biased and fully based on findings;
- g) particular attention will be given to the conclusions. All areas which need improvements must be identified in conformity with the conclusions.

7.5. Progress Reports

The Contractor will deliver Progress Reports in every three months summarising on maximum of three pages progress of the work made with reference to the work plan. The Contractor will report particularly on difficulties re-encountered and mitigation measures taken or suggestions to changes required to the work plan to ensure that the required results of the study are achieved.

7.6. Meeting with the Commission

Whereas most of the coordination of the activities will be possible via e-mails, teleconferences, audio or videoconferences, the contractor will be required to attend face to face meetings in Brussels with Commission officials throughout the process. The number of meetings within the duration of the contract is estimated at 6-8, including:

- a kick-off meeting;
- a meeting to present the Inception Report;
- a meeting to present Report 1 on Task 1;
- a meeting to present Report 2 on Task 2;
- a meeting to present Scoping Report on Tasks 3 and 4;
- a meeting to present the Final Report and presentation;
- additionally two more meetings may be called if required.

In general, the meetings will include presentations, draft reports and explanations by the contractor of the proposed ways to deliver the tasks. The contractor should draft an agenda prior to each meeting and will send all draft deliverables/reports/presentations and other documents related to the items of the agenda at least 5 working days before the meeting, unless otherwise agreed with the Commission. All meetings between the contractor and the Commission shall take place in Brussels. Generally, the meetings will take place in the premises of the Directorate-General for Health and Food Safety. The contractor is requested to draft detailed minutes for each of these meetings and to submit them to the Commission for adoption the week following the meeting.

7.7. Validation of Deliverables

The Deliverables of this project must be sent to the Commission in the specified timeframe and format.

Upon final reception of the complete data for a Deliverable, the Commission will either inform the contractor that it approves the Deliverable or will send him its comments within 15 working days. In the absence of any comments from the Commission within 15 working days of reception of a Deliverable, the contractor may request a written acceptance.

Within 15 working days of receiving comments, the contractor will send the Commission a reviewed Deliverable, which will either take the comments into account or put forward alternative proposals. If the Commission does not expressly inform the contractor of any additional comments within 15 working days, the reviewed Deliverable will be deemed to have been approved.

7.8. Timetable for works and deliverables

The duration of the tasks covered by this contract will start on the date the contract is signed by the last contracting party and shall not exceed 36 months. All periods specified in the contract are calculated in calendar days. Execution of the tasks shall start from the date of entry into force of the contract.

A detailed work plan should be submitted together with the bid. It should be updated with the Inception Report.

Taking into account the different nature of Tasks 1 and 2, the work on both of these tasks can be carried out parallel.

Timetable

Deliverables	Time	Meeting with DG SANTE	Payments
Kick-off meeting	4 th Q of 2017	Meeting with DG SANTE (1)	
Inception report	By the end of 1 st Q of 2018	Meeting with DG SANTE (2)	1 st interim payment
Report on Task 1	By the end of 3 rd Q 2018/ beginning of 4 th Q of 2018	Meeting with DG SANTE (3)	
Scoping Report on Task 2	By the end of 2 nd Q of 2018		
Report on Task 2	By the end of 4 th Q of 2018	Meeting with DG SANTE (4)	
Scoping Report on Tasks 3 and 4	3 rd Q of 2018 - after the scoping report on Task 2	Meeting with DG SANTE (5)	2 nd interim payment
Dissemination Activity and Stakeholders Dialogue	As off the 1 st Q of 2019 until the final report, i.e. end of the pilot project		
Final Report, including Report 1 and 2 and results of Tasks 3 and 4, and presentation	1 th Q of 2020	Meeting with DG SANTE (6)	Final payment

Annex I

Indicative list of relevant stakeholders

Acronym	Full Name	Area of work and links
BOROUME – "We Can"		https://www.boroume.gr/en
EuroCommerce	Retail, Wholesale and International Trade Representation to the EU	Commerce, wholesale and retail http://www.eurocommerce.be/
FoodDrinkEurope	Confederation of the food and drink industries of the EU	www.fooddrinkeurope.eu
EUCOFEL	European Fruit and Vegetables Trade Association	http://eucofel.eu/
FEBA	European Federation of Food Banks	https://www.eurofoodbank.org/
FOODCLOUD		https://food.cloud/
FOODSERVICEEUROPE		http://www.ferco-catering.org/
FoodWIN (Food Waste Innovation Network)		http://www.foodwin.org/
HOTREC – Hospitality Europe		http://www.hotrec.eu/
INDEPENDENT RETAIL EUROPE		http://www.independentretailleurope.eu/
LES RESTAURANTS DU COEUR		http://www.restosducoeur.be/en/
Hungarian Food Bank Association		http://www.elelmiszerbank.hu/?Lang=en
WAGENINGEN UR – Wageningen University & Research		https://www.wur.nl/en.htm
WRAP – Waste and Resource Action Programme		http://www.wrap.org.uk/

Additional information on stakeholders can be found on the Commission's food waste website: https://ec.europa.eu/food/safety/food_waste/eu_actions_en

Annex II

Indicative list of relevant sources

- https://ec.europa.eu/food/safety/food_waste_en